

12 July 1963

MEMORANDUM FOR: Deputy Director (Intelligence)

THROUGH : AD/CR

SUBJECT : Project [REDACTED] System Task

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1. You will recall that one of the major tasks within Project [REDACTED] 25X1A2g to design and develop an improved document/information retrieval system for the DD/I. The first phase of this task (completed in June) was a study of how the typical DD/I analyst uses information resources available to him. The ultimate purpose of the study is to articulate the kind of information mechanism the analyst needs to support his current research work as well as his retrospective demands for information. The context of the study involved two important considerations:

- a. the analyst's relationship to OCR's central reference facility and
- b. the influence electronic machines may have on the information process.

2. The total System Task is scheduled as follows:

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|-----------|--|
| Phase I | - Fact-Finding and Formulation of the Overall Concept of the New System (Sept 62--June 63) |
| Phase II | - Detailed Systems Design (July 63--June 64). |
| Phase III | - Implementation of Initial Segment (July 64--April 65). |
| Phase IV | - Implementation of Additional Increments (May 65--?) |

3. An AIPS four-man team, with help from IBM, recently completed nine months of detailed fact gathering in the DD/I area. They interviewed several hundred analysts, talked to many Division and Branch chiefs, and reviewed procedures in OCR. Their work represents by far the most comprehensive and systematic effort ever made to take the information pulse of personnel engaged in intelligence research and productive activities within the DD/I. All AIPS team members were veteran DD/I intelligence officers with considerable Agency experience. The amount of narrative data collected by the team was staggering and it was a most difficult job to distill the essence of what was told to



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25X1A9a them. Nonetheless, on 18 June the group presented its findings and recommendations in an extensive oral briefing to Messrs. [REDACTED] and Borel.

4. Detailed statements are contained in Tab A, but the following main points represent the highlights of their conclusions:

- a. The typical DB/I analyst depends on his own desk file--not on OCR--to satisfy his day-to-day needs for information support
- b. When he uses OCR, the analyst normally wants: (1) collated information about people, organizations, and other things named, or (2) backup information to support an unanticipated (and usually crisis) situation
- c. For whatever purposes, total analyst use made of OCR appears less than desirable or justified in terms of the costs involved in operating OCR.
- d. Intellofax, which indexes information primarily by subject or concept, is the least used of all the central file systems, receiving on the average only five requests from the DB/I offices per day. The keystone of the DB/I information process, particularly in the area of general concept or subject control, is the analyst's file.
- e. A central DB/I information system is essential in order to retrieve data not indexed into analysts' files, to provide a master repository of all documents received by the Agency, to counter-balance the costs of equipment investments, and to achieve increased efficiency in the indexing and storage of information
- f. A computer-driven central system is practical, provided that the main thrust is to be toward control of information content by tangible named objects. It is impractical if it is primarily dependant on achievement in the near future of improved control of information by subject or concept.
- g. Future emphasis should be on achieving single processing of the intelligence document, and the evolution of all-source automated files for named objects

5. Despite the heavy dependence of the intelligence production offices on their own analyst files, the conclusions reached imply continuation of a large--albeit reoriented--central reference function. This judgement presumes that the Agency has an obligation to itself and to the intelligence community to systematically organize and maintain the intelligence information which it painstakingly collects. In signifying your willingness to proceed with the next phase of the effort you will essentially be confirming the validity of this assumption.

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25X1A2g 6. At this stage there are four major options open to DD/I management as regards this element of Project [REDACTED] they are:

- a Abandon it because of unproven success, cost, and time required
- b Continue with Phase II (Detailed System Design, July 63-- June 64)
- c Accelerate the entire system design and implementation effort to force solution at an advanced date by entrusting the task largely to contractors. Costs would increase (to perhaps \$3--5,000,000/annum)
- d Reject the Phase I conclusion that a major central support system is required. Undertake a program to maximise the utility of analyst files and cut back the central system to an archival role

7. I believe firmly that we should proceed into Phase II (option b). During Phase II we will be forced to come to grips with the full range of problems inherent in the design and implementation of the system concept. It will mean that this element of Project [REDACTED] will need to work very close 25X1A2g with OCR as well as with our IBM contractor. It will be a period of investigation, testing, and planning that will sharpen our understanding of what is achievable and how best to achieve it.

25X1A9a 8. It was mutually concluded by [REDACTED] and Paul Borel that option b is the proper course to follow. (The modified FY 64 budget for Project [REDACTED] 25X1A2g planned with your office will cover Phase II of this system development effort as well as the other [REDACTED] tasks.)

25X1A2g 9. In view of the scope of the project, risks involved, and other implications for DD/I management it was felt that our conclusion should be brought to your attention with a request that you indicate your concurrence to proceed into Phase II. I shall be happy to supplement this memorandum with an oral briefing if you so desire.

10. A quarterly progress report on all elements of Project [REDACTED] is attached for your information (see Tab B). 25X1A2g

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[REDACTED]
Chief
Automatic Data Processing Staff

4.

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Proceeding into Phase II of the system element of Project [REDACTED] is:

Approved:

Ray S. Cline DD/I

Date

Attachments:

1. Document/Information Retrieval System Development Task,
Phase I Outline Report
- 2 [REDACTED] Quarterly Report

cc: DD/S
IADs

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